

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Warner Chilcott

Puerto Rico Manufacturing Extension Inc

Warner Chilcott Adopts Lean and Improves Processes

Client Profile:

Warner Chilcott, located in Fajardo, Puerto Rico, is a leading specialty pharmaceutical company focused on developing, manufacturing, marketing and selling branded prescription pharmaceutical products for women's healthcare and dermatology in the U.S. The company has been in operation since 2004 and currently employs 300 people.

Situation:

Warner Chilcott was experiencing continuous interruptions in their packaging operations due to material not received on time from the supplier, and inadequate inspection by the laboratory department. This created the need to incur expensive air transportation and overtime labor in order to comply with deliveries of finished goods. Also, there was lack of coordination between purchasing, planning, laboratory and manufacturing when making and implementing the production program. The company contacted the Puerto Rico Manufacturing Extension Inc. (PRIMEX), a NIST MEP network affiliate, for training in the Lean Champion program.

Solution:

PRIMEX provided training in Lean techniques and, after flowcharting the process and applying the 5S system, they found the need to improve the tools used to make the production schedule. They adjusted lead times, and materials are now purchased on time, resulting in standardization of the entire purchasing-to-production process as well as reduced materials shortages.

Results:

- * Reduced transportation costs from \$1.55 million to \$355,000.
- * Improved delivery by 30 percent.

Testimonial:

"The Lean Champion program has significantly contributed to the implementation of operational excellence, helping to identify improvement areas and utilize the proper tool to improve our processes. It has also helped to synchronize efforts between the components of our organization, utilizing the same improvement tool."

Hector Font, Pharmaceutical Operations Director